THE NATIONAL BATTLEFIELDS COMMISSION

2008-2009

Departmental Performance Report

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MINISTER OF CANADIAN HERITAGE AND OFFICIAL LANGUAGES

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Minister of Canadian Heritage
and Official Languages

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The Government of Canada is committed to building a country in which all citizens have the chance to participate in our cultural and economic life. Our Government recognizes the importance of arts and culture in reaching this goal. The agencies and organizations in the Canadian Heritage Portfolio, such as the National Battlefields Commission (NBC), are working toward this goal of providing us with opportunities to celebrate and share our rich historical, cultural, artistic, and social heritage.

In 2008, the National Battlefields Commission (NBC) celebrated the 100th anniversary of the creation of the first national historic park in Canada. This centenary was commemorated through many special activities featuring the history and richness of the site. The Commission also closely collaborated to the success of the 400th anniversary of Quebec City. In the spirit of their tradition, the Plains of Abraham welcomed hundreds of thousands of visitors from Canada and elsewhere who came to enjoy major events, exhibitions and other festivities related to these two important anniversaries.

As Minister of Canadian Heritage and Official Languages, I am pleased to present the 2008-2009 *Departmental Performance Report* of the National Battlefields Commission. This report provides a detailed account of the NBC's accomplishments and demonstrates the ways in which it supports the priorities of our Government. I would like to highlight the efforts that its staffs have made throughout the year to strengthen the bonds that unite us as Canadians, thus contributing to our collective feeling of pride.

The original version was signed by
The Honourable James Moore, P.C., M.P.

Canada

Section I – Overview

1.1 Summary Information

Raison d'être

The National Battlefields Commission (NBC), as manager of Battlefields Park, enables Canadians to enjoy the first national historic park in Canada and one of the most prestigious urban parks in the world.

Responsibilities

The NBC is responsible for the administration, management, conservation and promotion of National Battlefields Park (located in Quebec City) and manages funds allocated for this purpose.

The Commission takes its mandate from the *Act respecting the National Battlefields at Quebec*, 7-8 Edward VII, ch 57 and its amendments, passed on March 17, 1908. It reports to Parliament through the Minister of Canadian Heritage and Official Languages. It is headed by a board of seven commissioners appointed by the Governor General in Council, and one member appointed by the provinces of Quebec and Ontario (currently vacant).

The Chairman and the Board set broad policy for attainment of strategic outcomes and exercise general supervision.

The Secretary, who acts as Director General, is appointed by the Governor General in Council and is responsible for implementation of policy and for day-to-day management of all NBC operations. He therefore strives for attainment of both strategic outcomes and program targets. This is the level where decisions are made on the allocation and re-allocation of resources for these purposes. The Secretary/Director General is aided by an assistant and supervises the managers in charge of all program activities.

The grounds of the NBC constitute one of the most important historic sites in Canada. Commonly called the Plains of Abraham, the site is the largest urban park in Quebec City and one of the most prestigious parks in the world. Its historical, cultural, recreational, natural and aspects make it unique. The NBC must thus reconcile the Plains of Abraham's historic significance with its mission as an urban park. The NBC must preserve this historic Canadian legacy for future generations and develop it so that the public fully benefits from these treasures and Canadians learn more about the major events in Canadian history associated with this important site.

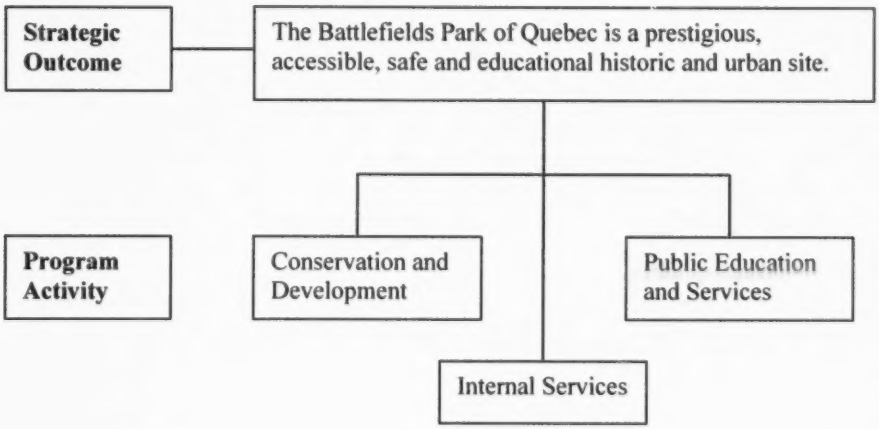
Strategic Outcome

The NBC works to achieve the following strategic outcome:

The Battlefields Park of Quebec is a prestigious, accessible, safe and educational historic and urban site.

The Commission's role is to develop the great historic battlefields of Quebec City into a national park that is among the most prestigious parks in the world, with a balance between its historic and urban roles, which allows for safe use and promotes the assets of the park, its history and the history of our country.

Program Activity Architecture (PPA)


Strategic Outcome
The Battlefields Park of Quebec is a prestigious, accessible, safe and educational historic and urban site.
Program Activity
Conservation and Development
Public Education and Services
Internal Services

1.2 Summary of Performance

2008-2009 Financial Resources ($ thousands)

Planned Spending	Total Authorities	Actual Spending
9,983	11,666	10,941

2008-2009 Human Resources

Planned	Actual	Difference
55 FTEs	55 FTEs	0 FTEs

Strategic Outcome: The Battlefields Park of Quebec is a prestigious, accessible, safe and educational historic and urban site.		
Performance Indicators	**Targets**	**2008-2009 Performance**
- Client satisfaction with site conservation and improvements - Evaluation of the quality of various elements	- Conserve and improve infrastructure and site amenities for the benefit of future generations	- No quantifiable data could be compiled.[1] However, the NBC received many comments from visitors and users who stated that they were very satisfied with the quality of the installed amenities and work carried out during the year (eg, public restrooms in the centre of the park and floral arrangements for the 100th anniversary). The *Société du 400e anniversaire de Québec* also said that it was more than satisfied with the installations and the potential use that could be made of them, given the heavy use made of the park in 2008. - The NBC assessed the quality of the maintenance and condition of the property following the events as well as the quality of the completed infrastructure work, floral arrangements, preservation of trees and monitoring of the site. The overall rating was 85%.
- Client satisfaction with activities and services - Number of visitors at exhibitions - Number of participants in activities - Number of spectators at shows	- Greater awareness of the history of Canada's first national historic park and of its cultural, recreational and natural assets	- 93% of clients said they were satisfied or very satisfied with NBC activities and services. - Number of visitors at exhibitions was 78,247. - Number of participants in activities was 119,141. *Plaines Lunes* show = 14,500 spectators (1st edition). Free shows at the Edwin-Bélanger Bandstand = 17,000 spectators for 24 shows = Decrease of about 70%. See explanations in Section II.

[1] An in-house survey was planned for 2008-2009, but it could not be conducted because of conflicts with other priorities that arose during the year.

Program Activity	Actual Spending 2007-2008	2008-2009 ($ thousands)				
		Main Estimates	Planned Spending	Total Authorities	Actual Spending	Alignment to Government of Canada Outcome Area
Conservation and Development	5,644	6,768	6,768	7,779	6,863	A vibrant Canadian culture and heritage[2]
Public Education and Services	1,294	3,215	3,215	3,887	4,078	
Internal Services *	5,988					
Total	12,926	9,983	9,983	11,666	10,941	

* In 2007-2008, Internal Services came under the former Program Activity Architecture component of "Administration". In 2008-2009, Internal Services was divided between two program activities: 60% to Conservation and Development and 40% to Public Education and Services.

Discrepancy of $1,683,000 ($11,666,000 - $9,983,000) between Planned Spending and Total Authorities is explained by the following:

• Report from previous year	$351,539
• Revenue increase versus previous budget	$744,201
• Benefits and salaries	$187,757
• Additional budget allocated (decision rendered against the NBC)	$400,000
	$1,683,497

As for the difference between Total Authorities and Actual Spending, it is explained by:

• Transfer to the following year	$400,450
• Postponement of renovation work on administrative offices	$325,000
	$725,450

[2] The NBC's strategic outcome helps to provide an accessible and educational historic site promoting a vibrant Canadian culture and heritage. The NBC ensures the conservation and development of the Battlefields Park, Canada's first national historic park; helps to raise awareness for Canada's history and the battles fought on its grounds; provides a pleasant entertainment venue; and encourages the public to participate in various interpretive activities, to visit the exhibitions and various attractions featuring the history of the park and events in Canadian history, and to attend concerts supporting up-and-coming artists in the cultural scene.

Contribution of Priorities to Strategic Outcome

Operational Priorities	Type	Status	Linkage to Strategic Outcome
Conduct the festivities planned in 2008 for the centenary of the NBC and creation of the park	Previously Committed	Meets expectations. Various activities have been held, particularly festivities for the general public, exhibitions, various theme-based booths and a large historical fresco, all of which were a success.	Strategic Outcome 1 This operational priority is in line with the Public Educations and Services program activity. Raise awareness of Canada's first national historic park and its cultural, recreational and natural assets. In the future, a better integration of volunteers would be a key factor in improving the next edition of the *Plaines Lunes* show.
Provide the public with quality educational, cultural and nature-related services	Permanent	Meets expectations. The NBC continued to provide its usual services while maintaining a high degree of quality in its exhibitions and interpretive activities. It also put on special activities to mark its 100th anniversary.	Strategic Outcome 1 This operational priority is in line with the Public Education and Services program activity. Raise awareness of Canada's first national historic park and its cultural, recreational and natural assets. In the future, continue to provide a high level of quality services.
Ensure first-rate general maintenance and carry out certain infrastructure repairs	Permanent	Meets expectations to some degree. The NBC continued to carry out regular maintenance of the site and completed some infrastructure rebuilding projects to ensure the safety and health of users. Given the number of events for the 400th anniversary celebrations, there was considerable pressure on the site and significant reconstruction work had to be done after the events (at the end of summer)	Strategic Outcome 1 This operational priority is in line with the Conservation and Development program activity. Preserve and improve site infrastructure and amenities for future generations. In the future, review the Policy for Using the grounds and manage reconstruction work on the site after events are held.
Organize the commemoration of the 250th anniversary of the historic battles of 1759 and 1760 in 2009 and 2010	Previously Committed	Meets expectations to some degree. The NBC organized the commemorative activities for the 250th anniversary of the battles. Because of the considerable controversy they generated, some activities had to be cancelled or changed for security reasons.	Strategic Outcome 1 This operational priority is in line with the Public Education and Services program activity. Raise awareness of Canada's first national historic park and its cultural, recreational and natural assets. In the future, choose activities with care and provide detailed information on proposed activities.

Risk Analysis

2008-2009 was a truly outstanding and significant year in the NBC's history. The NBC's 100th anniversary and the creation of the Battlefields Park were commemorated in an original and monumental way in accordance with the budget at its disposal. The involvement of all of the program activity units and meticulous planning contributed in large part to the success of the commemorative activities that were held.

The events of Quebec City's 400th anniversary contributed to an increase in the number of events and use of the Battlefields Park site. The NBC demonstrated its willingness to help out and offered to work with various site users. However, as mentioned in the 2008-2009 Report on Plans and Priorities (RPP), the NBC anticipated unforeseen developments and problems. They were bound to arise under the circumstances. Despite some constraints, the NBC believes that it successfully co-ordinated all of the activities on its site. It had to be flexible to meet its objectives. It was able to demonstrate its expertise, its effectiveness in finding solutions and its ability to ensure compliance with its requirements.

In addition to managing all of the regular operations and celebrating the 100th anniversary, the NBC organized the commemorative activities for the 250th anniversary of the historic battles of Quebec City (1759 and 1760). Several events intended to raise awareness of these historical events were planned. However, changes had to be made to some projects. Owing to a controversy concerning the presentation of the major event scheduled for August 2009—historical re-enactments of the battles—the NBC was forced to cancel the event. It was no longer possible to ensure the safety of spectators and re-enactors. This was a major reversal because over 2,000 volunteers from many countries were expected. This situation resulted in the withdrawal of a few partners and the expenditures on some preparations proved to be unnecessary.

Overall, NBC kept close track of projected expenditures and of the budget allocated for the fiscal year. The total amount of the budget that was used was $10,941,000, including generated revenues and expenditures in the amount of $2,344,000. In the area of human resources, the retirement of some employees made it necessary to hire replacements during the year.

In the area of occupational health and safety, the inventory of equipment for the purposes of implementing the NBC accident prevention program was compiled, as planned. A survey of all potential risks in each unit was carried out. The next step is to draw up an accident prevention guide based on the collected information by 2011.

Various **external and internal factors** had an impact on the implementation of programs and achievement of the strategic outcome.

The events of the NBC's 100th anniversary and of Quebec City's 400th anniversary helped to increase **the amount of use made** of the park and to exceed the usual annual estimate of 4,000,000 visitors. The Paul McCartney concert (250,000 people) and Céline Dion's concert (over 200,000 people) on the Plains of Abraham, in addition to major recurring events attended by higher numbers of people than in previous years, had a significant impact on program activities. Heavy demands were placed on all of the NBC's units. NBC employees devoted considerable effort, time and energy to ensure the success of all of the planned activities. Special measures had to be taken to ensure the safety of users. More substantial repairs to the grounds had to be carried out after the events because of the large number of installations, high attendance rates and abundant rain that fell during the 2008 summer season. This required a much greater amount of co-ordination on the part of NBC employees, and several meetings were held to sort out unforeseen developments that had resulted in an overload of work and had caused employees to accumulate compensatory time.

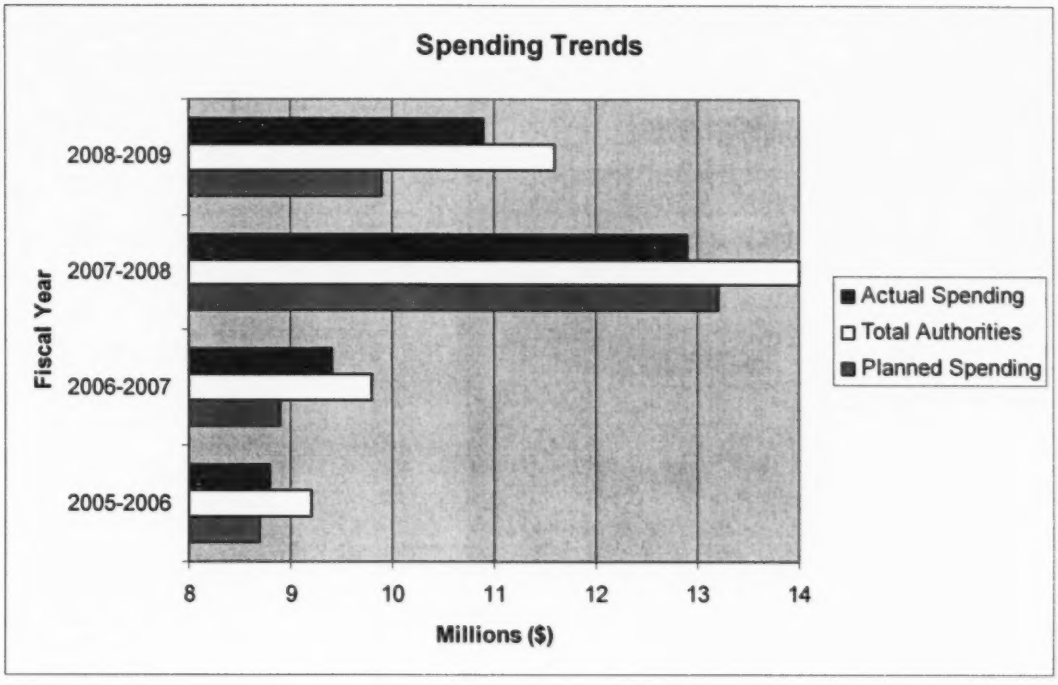
In addition to having a negative impact on site conditions, the poor **weather conditions** resulted in the cancellation of some concerts at the Edwin-Bélanger Bandstand. There was also a decrease in the number of people attending the concerts because of program cuts resulting from the production of the *Plaines Lunes* show (1st edition) for the 100th anniversary.

As in previous years, the City of Quebec carried out an estimated $100,000 of maintenance work. Various services were provided, such as the loan of equipment such as barricades and cleaning services after many events. The Quebec City Police Department made a significant contribution during the major events held on the Plains by ensuring a higher level of safety for Park users.

Several partners contributed to the success of the NBC's 100th anniversary. The National Film Board collaborated on the production of a documentary highlighting the Park's 100th anniversary. The documentary was screened in a large tent specially set up for the 100th anniversary near the Joan of Arc garden and in Brown Basin. Nine federal organizations showcased their organizations and services under the tent awning called *Espace Canada*. Park visitors and users were able to meet with representatives of the federal organizations and learn about their mandates, services and programs and to visit the NBC exhibition detailing the history of the buildings that once stood on the Plains of Abraham site over the years.

The organizing of the commemorative activities for the 250th anniversary of the historic battles of Quebec City was well done. Arrangements were made with several partners to hold various activities to raise awareness of this period in history. The planned large-scale project to hold historical re-enactments provoked a major controversy among population. The partners either reassessed their involvement or withdrew from some projects. Out of a concern for public sensitivity and above all to avoid endangering the safety of visitors and re-enactors, the NBC cancelled this event and made changes to some of the planned activities.

Expenditure Profile



The fluctuation can be explained as follows:

- In 2008-2009, a supplementary budget was obtained to organize celebrations for the NBC's 100th anniversary, and a budget carryover was authorized to complete the construction of public restrooms and renovations of the administrative offices.
- In 2007-2008, supplementary funding was obtained to organize celebrations as part of the 100th anniversary of the NBC, make major infrastructure repairs and carry out risk-management work.
- In 2006-2007, the Commission obtained supplementary budget for infrastructure repairs.
- In 2005-2006, the NBC had a base budget but no special supplementary budget.

Voted and Statutory Items

($ thousands)

Vote or Statutory Item	Truncated Vote or Statutory Wording	2008-2009			
		Main Estimates	Planned Spending	Total Authorities	Actuals Spending
55	Program expenditures	8,009	8,009	8,009	8,135
55	Program expenditures			851	
(S)	Expenditures pursuant to paragraph 29.1 (1) of the *Financial Administration Act*	1,600	1,600	2,344	2,344
(S)	Contributions to employee benefit plans	374	374	462	462
	Total	**9,983**	**9,983**	**11,666**	**10,941**

For explanation of discrepancies between Planned Spending and Total Authorities, refer to page 5.

SECTION II – Analysis by Program Activities

Strategic Outcome:
The Battlefields Park of Quebec is a prestigious, accessible, safe and educational historic and urban site.

The role of the NBC is to make the great historical battlefields in Quebec City a national park numbered among the most prestigious parks in the world where the use of historic park in an urban setting is balanced and safe and where the awareness of the assets of the area, as well as its history and the history of the country, is assured.

Program Activities:

2.1 Conservation and Development

As part of this activity, the NBC preserves the legacy and integrity of the Battlefields Park for future generations by maintaining infrastructure, the horticultural landscape and a protected site for Canadian and foreign users and visitors.

Conservation and Development					
2008-2009 Financial Resources ($ thousands)			2008-2009 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
6,768	7,779	6,863	23	23	0

Expected Results	Performance Indicators	Targets	Performance Status	Performance Summary
Quality maintenance (condition of site) provided overall	Assess client satisfaction with site preservation and improvements	Provide quality maintenance overall	Somewhat satisfactory	Periodic assessments were carried out to obtain a partial idea of client opinions. The NBC gave a 6/10 rating to the quality of the major events site and the sports field after the events were held, but the sites have been cleaned up. Had it not been for these areas, the site cleanliness rating would have stayed at 9/10, despite the higher traffic volume.[3]

[3] In-house method based on repairs carried out, compared with previous years.

Expected Results	Performance Indicators	Targets	Performance Status	Performance Summary
Improvements to some of the infrastructure	Assess improvements to the infrastructure in order to ensure the health and safety of users	Continue marking improvements to some of the infrastructure	Fully satisfactory	The NBC completed the installation of public restrooms (public restroom building) in the centre of the Park, thus improving quality of life for Park users. The NBC gives a 9/10 rating for the improvements made for the benefit of Canadians and visitors
Special horticultural arrangements for the 100th anniversary	Assess the quality of the special horticultural arrangements	Create special horticultural arrangements for the 100th anniversary	Fully satisfactory	A floral arrangements plan was drawn up. Meetings were held to agree on the special arrangements and co-ordinate them with the other units. The NBC gives a 10/10 rating for the quality of the arrangements.
A safe site	Assess the safety of the site	Provide a safe site for all Park users	Fully satisfactory	Thorough monitoring and inspections were carried out to ensure that the site is safe at all times. The NBC gives a 9/10 rating for site safety.

Benefits for Canadians

This activity makes it possible for the NBC to offer people one of the world's most prestigious historic parks in an urban setting and the opportunity to use and enjoy it in complete safety.

The activities carried out benefited Canadians and foreign visitors, who could use and enjoy the infrastructure and services provided in the Park, such as green space, flowers, trees, historic buildings, footpaths and cross-country ski trails. In 2008-2009, they could also enjoy a very activity-filled park because of the many special activities put on in a safe environment for the NBC's 100th anniversary and Quebec City's 400th anniversary.

Performance Analysis

In 2008-2009, the NBC believes that it achieved most of its objectives for the Conservation and Development program activity. The set objectives for making improvements to some of the infrastructure, creating special horticultural arrangements for the 100th anniversary and improving site security were satisfactorily met. As for overall Park maintenance, maintenance work was planned on the basis of traffic volume. Several meetings with various units and with the partners were held in order to co-ordinate all of the planned activities. The large number of activities on the site had an impact on the condition of the site. The NBC had to devote substantially more time to those activities than expected and provide support for site cleanups for some events. For example, there was considerable wear and tear on the grounds of the major events site and sports field because of the major events held on the Plains for Quebec City's 400th anniversary. Despite the precautions that had to be taken in setting up the installations, major repairs had to be carried out. Poor weather conditions were also a contributing factor. Although planning had been done and activities were co-ordinated, there were unforeseen developments nonetheless. There was substantial damage and the NBC had to co-ordinate some of the repair work that was done to its satisfaction and at user expense.

In addition, the NBC completed the construction of a public restroom building to meet the needs of Park users. This area had not been well served up until then, although it had a high volume of traffic. Other work was carried out, including the five-year program to restore the Park's street lamps in order to extend their service life and increase Park user safety.

The 2008 floral arrangements (nearly 60,000 plants, including annuals and perennials) was a huge success. It was a big project, given the more than 225 plant varieties that had to be provided, including varieties with different cultivation requirements. The NBC also received a perfect score of five flowers in the national Communities in Bloom competition for community involvement, as well as a special citation for outstanding achievement. The judges were impressed with the Park's overall cleanliness and commended the horticultural quality and exemplary maintenance of the floral arrangements.

As a new form of Park decoration in honour of the 100th anniversary, the NBC erected three monuments: busts of Frederick G. Todd and Lord Grey and a bas-relief of Abraham Martin. It also planted the Louis Hébert Orchard in honour of New France's first farmer colonist, who lived on what he harvested on his lands located in the Quebec City's upper town. In addition, during the Great Celebration of Nature, the Abraham Martin rosebush, the rosebush emblem of the Plains of Abraham, was unveiled. In the Joan of Arc garden, 22,000 plants, including over 150 varieties, were planted along with special formations associated with the 100th anniversary. Special arrangements were also planted at the Canada tent, for the *Plaines Lunes* show and at the Park entrances. The Green Space unit successfully decorated the Park for its centennial using vibrant 100th anniversary colours.

The year 2008 was also a very busy time for the NBC Security Unit. Much more planning had to be done than in previous years because of the large number and scale of the events held on the site. The events associated with the 100th anniversary, such as the tent and the *Plaines Lunes* show, and the events associated with the 400th anniversary, such as the Paul McCartney and Céline Dion concerts, meant that employees and the Canadian Corps of Commissionaires had to be on hand more often and that a greater amount of organizing and monitoring had to be done. The operating budgets for monitoring activities and for site use requests (264 in 2008) were respectively increased by 18% and 20%. The number of internal requests for assistance,[4] for example, assistance provided for the *Musée national des beaux-arts du Québec* and for the Maintenance Unit, increased by 4%, while external requests for assistance, such as requests from the Quebec City Police Department, the *Sûreté du Québec* and the Royal Canadian Mounted Police, increased by 68%. No major incident was reported during 2008-2009.

Lessons Learned

The NBC learned the following lessons in 2008, a year that was noteworthy for the festivities marking the NBC's 100th anniversary and the activities held in the Park to celebrate Quebec City's 400th anniversary:

1) Although the NBC was aware of it, it became much clearer in 2008 that the Battlefields Park was truly a landmark venue in Quebec City (the perfect gathering place) for holding spectacular events, as was the case in 2008, and that the Park would be expected to play a major role for Quebec City's tourism industry and economy in the future. This can be explained by the Park's reputation for having the capacity to accommodate large events and by Quebec City's policy of promoting tourism through the organizing of large shows and relying on the enthusiasm of event organizers.

2) By carrying out site reconstruction work itself after events were held and at organizers' expense, the NBC found that this would facilitate better co-ordination of the work and ensure that the reconstruction work was done to the NBC's satisfaction within the required time frames.

3) Ensure that all users comply with the NBC's site use policy. In that regard, the policy will be reviewed in 2009-2010.

[4] Requests for assistance that concern the Battlefields Park site

2.2 Public Education and Services

The purpose of this activity is to raise awareness of the history of the site and its cultural, recreational and natural assets so as to emphasize its dual role as both a historic and an urban park. In support of this activity, the NBC carries out improvements, welcomes visitors, provides quality exhibitions, activities and public services, and disseminates information to Canadian and foreign users and visitors.

Public Education and Services					
2008-2009 Financial Resources ($ thousands)			2008-2009 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
3,215	3,887	4,078	17	17	0

Expected Results	Performance Indicators	Targets	Performance Status	Performance Summary
Successful staging of the festivities for the NBC's centenary	Number of activities offered	Provide activities to raise awareness of the site's history and its cultural, recreational and natural assets	Fully satisfactory	The NBC put on about 10 activities for its 100th anniversary, notably the *Plaines Lunes* show, a special edition of the Great Celebration of Nature, the unveiling of monuments and the opening of an orchard, the 100th anniversary exhibition in a large tent, and the Big Picnic with Abraham, etc.
Planning and organization of the commemoration of the 250th anniversary of the historic battles	Number of activities offered	Provide programming to raise awareness of the site's history	Somewhat satisfactory	More than 10 or so activities were planned, such as historical interpretive activities, various conferences, a symposium and exhibitions. Changes had to be made to some to them because of controversy concerning the historical re-enactment of the battles, which was cancelled.
Diversified activities (for both the general public and schools)	Number of activities offered	Put on a variety of theme-based activities	Fully satisfactory	Over 50 different activities associated with school programs, classroom activities, childcare services and playgrounds were provided.
Quality public services	Assessment of client satisfaction with activities and services	80% of the clientele was satisfied with all of the activities and services provided	Fully satisfactory	93% of clients were satisfied

Expected Results	Performance Indicators	Targets	Performance Status	Performance Summary
Increased attendance at activities and services	Count the number of visitors at exhibits	1% increase in the number of visitors at exhibitions	Exceeds expectations	The number of visitors at exhibitions was 78,247, an increase of 95%.
	Count the number of participants in activities and services	1% increase in the number of participants in activities provided	Exceeds expectations	The number of participants increased to 119,141 an increase of 33%. Overall attendance (214,833 people) at activities and services provided increased by 5% compared with the year before, including attendance at the Edwin-Bélanger Bandstand.
	Count the number of spectators at shows	1% increase in attendance at shows provided	Does not meet expectations	17,000 people attended 24 shows put on at the Edwin-Bélanger Bandstand, a decrease of about 70%. There was also a significant decrease in attendance at shows because of the lower number of shows offered and the cancellation of some shows because of bad weather.
Generated revenues	Total of generated revenues	Estimated revenues of $1,600,00	Exceeds expectations: $2,344,000 in revenue generated	Revenue increase because of higher attendance at NBC 100th anniversary and Quebec City 400th anniversary activities.

Benefits for Canadians

This program activity enables Canadians to learn more about the history of Canada's first national historic park and the historic events that occurred there. Through exhibitions, educational interpretive activities, guided tours, concerts and promotional activities, Canadians and foreign visitors were able to learn about or to increase their knowledge of how the Park and NBC came into being over 100 years ago. They also benefited from the historical information provided in the *Plaines Lunes* show about the 400-year history of the site since the founding of Quebec City.

Performance Analysis

1. The 100th anniversary

The NBC believed that it had to celebrate its centenary in 2008, which was an ideal opportunity to raise greater awareness of the site's history and cultural, recreational and natural assets. New activities were therefore added to the regular array of activities offered each year to users and visitors. The NBC believes that it achieved its objective. To implement its program, the NBC put on new exhibitions, for example, an exhibition on the NBC's 100th anniversary, an exhibition in the big tent on the buildings that once stood on the Plains of Abraham, and an exhibition about the Brown Basin. In addition, special event days were held, such as the Sports Day (Plains in Action), the 200th anniversary of the Martello towers, the Big Picnic with Abraham, and the landing of Erik Lindbergh in honour of his grandfather Charles Lindbergh. In addition, two publications on the history of the founding of the NBC and the creation of the park were produced. Some new interpretive activities were also provided for visitors, including The Convict's Last Drink and The Chambers Gang. For the occasion, expanded versions of regular activities for the general public, such as the Great Celebration of Nature and Halloween were put on. The big triumph was certainly the *Plaines Lunes* show, which was presented over five consecutive days and involved an impressive team of nearly 650 volunteers, including 150 from France, over 2,000 characters in costume, 32 horseback riders, 44 dancers, performers from the *École de Cirque de Québec*, 1,300 costumes put together in part by 13 circles of the Quebec City region *Cercles des Fermières du Québec* organization, and gigantic sets of scenery constructed by the NBC maintenance staff. The five presentations of the show drew more than 14,500 spectators, for an attendance rate of about 85%, and generated net revenues of $256,000.

The NBC's various units and the many volunteers involved in preparations and putting on the *Plaines Lunes* show and its series of historical tableaux made an invaluable contribution to the success of the show. People proved to be available, involved and creative to ensure that this show met requirements and expectations

The federal government allocated a supplementary budget of $235,000 to put on the festivities for the 100th anniversary of the NBC and the Park's creation. The budget for the festivities amounted to $1,075,130.

More revenues were generated than expected, as mentioned in Section III, Other Items of Interest.

2. Preparations for the 250th anniversary of the Battles

In 2008-2009, commemorative activities marking the 250th anniversary of the historic battles of 1759 and 1760 were also planned and organized. Activities were put on to raise awareness of the events of the Seven Years War that took place in Quebec City, including the Battle of the Plains of Abraham and the Battle of Sainte-Foy.

The NBC had planned a large-scale project involving historical re-enactments of these battles that was expected to be the biggest event of this type ever held in Canada and to involve between 2,000 and 3,000 re-enactors, or history buffs who travel the world to participate as volunteers in period re-enactments. Also expected for the occasion were 100,000 visitors. However, this project caused controversy among population and received considerable media coverage. After a period of consultations and listening to opinions, the NBC realized the degree of people's sensitivity to some components of its programming. It therefore decided to cancel the historical re-enactment and to make changes to some activities in order to provide a more restrained and respectful type of programming that reminds people of the importance of historical events and the tragic consequences of the siege of Quebec City for the civilian population. Another factor in the decision to cancel the re-enactment was the risk of not being able to ensure the safety of re-enactors and spectators.

3. Regular Activities

Overall, the NBC believes that it achieved its objectives in terms of providing activities for the general public and the school clientele. Over 50 different activities with themes associated with Plains of Abraham history, culture and nature were offered, compared with about 30 activities in 2007-2008. According to an in-house survey, 93% of the clientele said they were satisfied or very satisfied with the activities. The total attendance (214,388 people) for all of the activities, exhibitions and services was higher in 2008-2009 than the year before, for an increase of 5%.

Attendance at the Edwin Bélanger Bandstand was much lower in 2008-2009 than in the previous year (a decrease of about 70%), the reason being the decrease in the number of scheduled shows: 24 shows scheduled in 2008-2009, compared with 35 in 2007-2008. The reasons for the decrease in the number of shows were the production of the *Plaines Lunes* show and the production of some shows for the 400th anniversary of Quebec City. Moreover, five shows had to be cancelled because of bad weather, and one show out of two was put on while it was raining.

Lessons Learned

The NBC acquired the following experience when it implemented its Public Education and Services program:

1) Drafting a detailed plan, providing regular supervision and holding special-purpose meetings more frequently would have made it possible to include volunteers more effectively in the preparation work for a project such as the *Plaines Lunes* show. The contribution of volunteers was vitally important and undeniably well received, but in 2008, it was a matter of putting on this type of show for the first time and some improvements in the way volunteers are managed will be necessary for the next time it is put on.

2) Among the variety of activities held to highlight the Park as both an urban park and a historic park, the history-related activities were the ones that people liked most. While most of the organized activities were successful, other did not achieve the intended objectives. For example, the Plains in Action activity focusing on sports and physical activity attracted only about 750 people.

3) Given population' sensitivity about the Conquest, the type of commemorative activities must be chosen with greater care. The information on commemorative activities should be presented in a clear, detailed way to avoid any misinterpretation.

4) Promotional communications must be further developed to obtain the maximum amount of assistance for the various popular initiatives organized by the NBC.

SECTION III – Supplementary Information

3.1 Financial Highlights

($ thousands)

Condensed Statement of Financial Position For the year ending on March 31, 2009	**% Change**	**2009**	**2008**
ASSETS			
Total Assets	-8%	15,330	16,626
TOTAL	-8%	15,330	16,626
LIABILITIES			
Total Liabilities*	-52%	1,314	2,756
EQUITY OF CANADA			
Total Equity of Canada	1%	14,016	13,870
TOTAL	-8%	15,330	16,626

($ thousands)

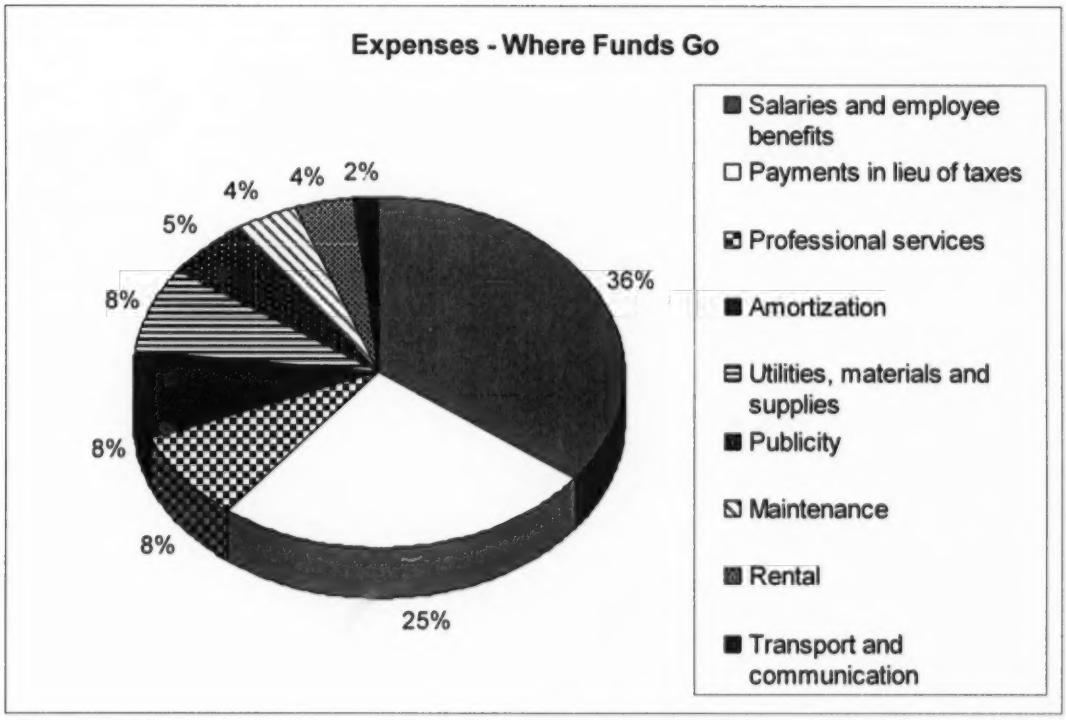
Condensed Statement of Operations For the year ending March 31, 2009	**% Change**	**2009**	**2008**
EXPENSES			
Total Expenses	-1%	11,111	11,279
REVENUE			
Total Revenue **	35%	2,407	1,787
INCOME FROM THE TRUST FUND			
Total ***	-52%	52	106
NET COST OF OPERATIONS	-8%	8,652	9,386

* In 2008-2009, there was a provision for contingencies in the amount of $489,019 and accruals at the end of the 2008-2009 fiscal year were higher because of the construction of the public restroom building and preparations for the NBC's 100th anniversary.

** There were higher revenues in 2008-2009 because of the NBC 100th anniversary and Quebec City 400th anniversary activities held in the Park.

*** The NBC has had a trust fund since 1984 for receiving donations from individuals, municipal corporations, and provincial and other governments. This fund is managed according to the provisions of section 9.1 of the *National Battlefields at Quebec Act*.

Financial Highlights Chart



Financial Statements can be obtained by clicking the following Internet link:
http://www.ccbn-nbc.gc.ca/_en/rapports.php?section=8

3.2 List of Tables

The following tables are posted on the Treasury Board Secretariat Web site at http://www.tbs-sct.gc.ca/est-pre/estime.asp:

- Source of Respendable Revenue
- User Fees
- Policy on Service Standard for External Fees
- Internal Audits and Evaluations

For information purposes, the NBC had prepared a table outlining the Sustainable Development Strategy for inclusion in the 2008-2009 Report on Plans and Priorities; however, this table was not required. The NBC is not included in Schedule 1 of the *Financial Administration Act* and not mentioned in the *Auditor General Act*, which states that departments must develop a sustainable development strategy for 2008-2009.

3.3 Other Item of interest

Internal Services

The NBC administers the Battlefields Park site and the allocated budget in accordance with government policies, its mandate, vision and incorporating legislation. Internal services include administrative services, financial services including revenue generation, property management and communications services.

Internal Services					
2008-2009 Financial Resources ($ thousands)			2008-2009 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
5,980	7,638	7,757	15	15	0

It should be noted that financial resources include payments in lieu of taxes. Also, the financial resources for internal services were distributed on a pro rata basis to program activities, with 60% going to Conservation and Development and 40% to Public Education and Services.

In 2008-2009, the NBC achieved its objectives. It was able to provide sound management while demonstrating transparency and accountability. It stayed within the allocated budget, and the sum of $400,450 was carried over to the 2009-2010 fiscal year.

The revenue objectives were exceeded. In fact, the generated revenues amounted to $2,344,000, an exceedance of $744,000 over the estimates ($1,600,000). In that regard, 2008-2009 was a truly outstanding year. This can be explained by the much higher volume of visitors to the Plains of Abraham site, particularly in terms of the occupancy rate in some parking areas. Also helping to increase revenues was attendance at the interpretive activities and exhibitions put on as part of the events of the NBC's 100th anniversary and of Quebec City's 400th anniversary.

As planned, the NBC drew up a communications plan to promote all of the activities and events. The plan was a partial contributing factor in achieving the NBC's objectives and raising awareness of the site's history and assets. The NBC plans to review this plan in order to obtain a maximum amount of assistance for events. However, many visitors and users were able to follow the special 100th anniversary programming. The NBC Internet site (www.ccbn-nbc.gc.ca) was very popular in 2008-2009, receiving over 400,000 hits, a 25% increase from 2007-2008 (320,000 hits). In 2008-2009, 70,480 Internet surfers visited the 1759 Internet site, an increase of 10% from 2007-2008 (64,000 surfers). In addition, posters and signage effectively informed visitors and users of the special occasion highlighted in the Battlefields Park.

The NBC made use of partnership agreements with various media organizations to promote activities and events, particularly with the *Le Soleil* and the *Journal de Québec* newspapers, the TVA/LCN television station, the CITF Rock Détente and the *Radio-Classique* radio stations, and the Reprografic compugraphics firm.

All of the promotional activities provided by the media for the 100th anniversary (special 100th anniversary edition) during events held on the Plains of Abraham as part of Quebec City's 400th anniversary, particularly during the Quebec Carnival, the International Québec City Summer Festival, Quebec's *Fête nationale* and Canada Day, helped raise awareness of the NBC centenary and created a high level of visibility for the Government of Canada and the NBC.

Listing of Statutes and Regulations

Act respecting the National Battlefields at Quebec	1908, 7-8 Edward VII, c 57 and amendments
By-law Amending the National Battlefields Park By-law	SOR/2002-186, 9 May 2002

Web Site

Internet Address: www.ccbn-nbc.gc.ca

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